



IEDC BOARD OF DIRECTORS

10.1.2013

UNION STATION TECHNOLOGY CENTER

SOUTH BEND



UNION STATION TECHNOLOGY CENTER

1979



TODAY



UNION STATION TECHNOLOGY CENTER



UNION STATION TECHNOLOGY CENTER

SCALABLE SOLUTION



UNION STATION TECHNOLOGY CENTER

NORTHERN INDIANA'S OPPORTUNITY



A STATE THAT WORKS



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10.1.2013

2012 Jobs Realization – Transparency Portal

Year of Transaction	Number of Projects	Total Expected New Jobs by 2012	Net New Jobs Reported in 2012	Percent Realization
All Years	902	85,368	78,403	91.84%

**This chart represents data in the IEDC Source System as of July 1, 2013.*

*** This jobs realization method is based on data from the IEDC Transparency Portal. This method calculates jobs for competitive projects that have an active contract as of 12/31/2012 displayed on the portal regardless of the transaction year.*

**** IEDC has chosen to include only competitive reporting projects with active contractual commitments in the Number of Projects.*

***** No informal (non-certified) jobs collected throughout the year by IEDC staff were used in the actual jobs count. Only data officially reported by companies was used.*

GOOD TO GREAT PLAN

INAUGURAL JOBS & ECONOMIC DEVELOPMENT MISSION TO JAPAN

- ▶ **40-person delegation** traveled to Tokyo, Tochigi Prefecture, Ota City and Nagoya
- ▶ **20+ meetings with Japanese company executives**, including the presidents and CEOs of Toyota Motor Corp., Honda and Fuji Heavy Industries (Subaru)
- ▶ **400+ Japanese executives and community leaders** attended Friends of Indiana receptions, hosted by the IEDC

“This is a moment of opportunity and excitement, both here in Japan and back home in Indiana. Indiana stands to capitalize on our strong relationship with Japanese companies, many of which already have thriving operations in the Hoosier State. During this trip, I took the opportunity to thank them for their investment and share why Indiana is a state that works for what’s next.”

-Governor Mike Pence



A STATE THAT WORKS

GOOD TO GREAT PLAN HUNT

► *Mid-Cap Strategy Update

- 77 companies (51% towards goal)
- 41 counties (45% towards goal)
- 27 roundtables
- 25 mayors
- 13,000 miles traveled
- 18 of 77 companies are considering acquisition as a means of growth
- 14 companies are actively pursuing acquisitions



A STATE THAT WORKS

GOOD TO GREAT PLAN

HUMAN CAPITAL

► **IndyXpat Initiative: Talent Recruitment & Retention**

- An effort to retain young talent and recruit native Hoosiers living elsewhere to return
- Collaboration between IEDC and TechPoint
- The Lilly Endowment, ExactTarget, Apparatus and Interactive Intelligence are offering support
- Indiana is second in the country in attracting out-of-state students, but 80 percent leave upon graduation, according to a Ball State study
- Follows a three-pronged strategy with the IndyXtern program for college age students (ages 18-22), the pre-existing Orr Fellowship for post-graduates (ages 22-24) and the IndyXpat Initiative for professionals (ages 24-40)



GOOD TO GREAT PLAN

PRODUCT DEVELOPMENT

► Nonstop Air Service: IND TO SFO

- The new service will launch from San Francisco to Indianapolis on Jan. 7 and from Indianapolis to San Francisco on Jan. 8
- It will provide travelers with convenient connections from United's largest West Coast hub to points throughout North America, Asia, Europe and Australia

"Since becoming governor, the business community repeatedly identified the lack of access to San Francisco as an economic development barrier for Indiana, hindering our ability to compete for and win new jobs for Hoosiers. This will not only maximize our opportunities for economic development, but will benefit companies and communities across the state."

-Governor Mike Pence



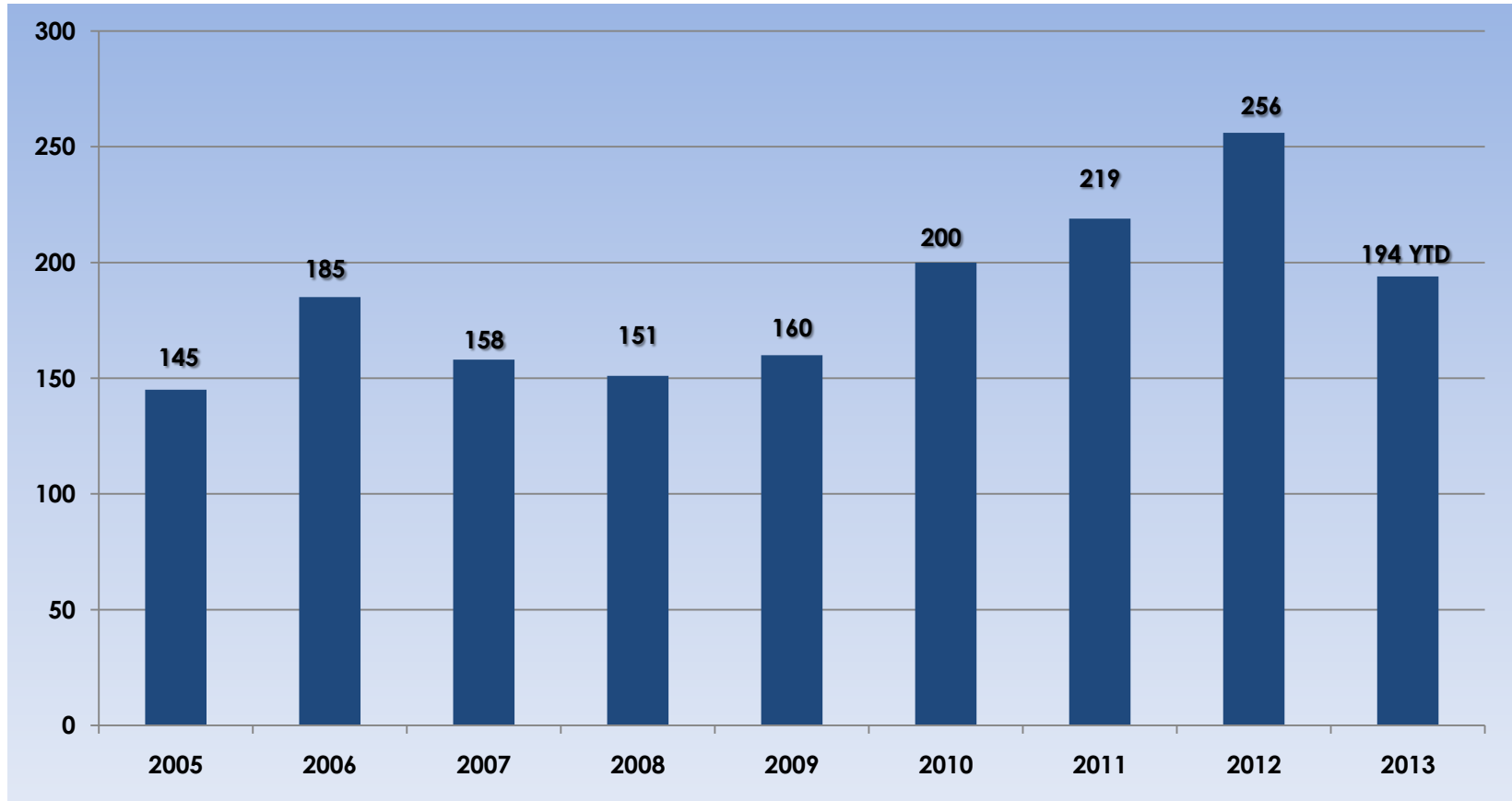
GOOD TO GREAT PLAN

PRODUCT DEVELOPMENT

► Mega Sites

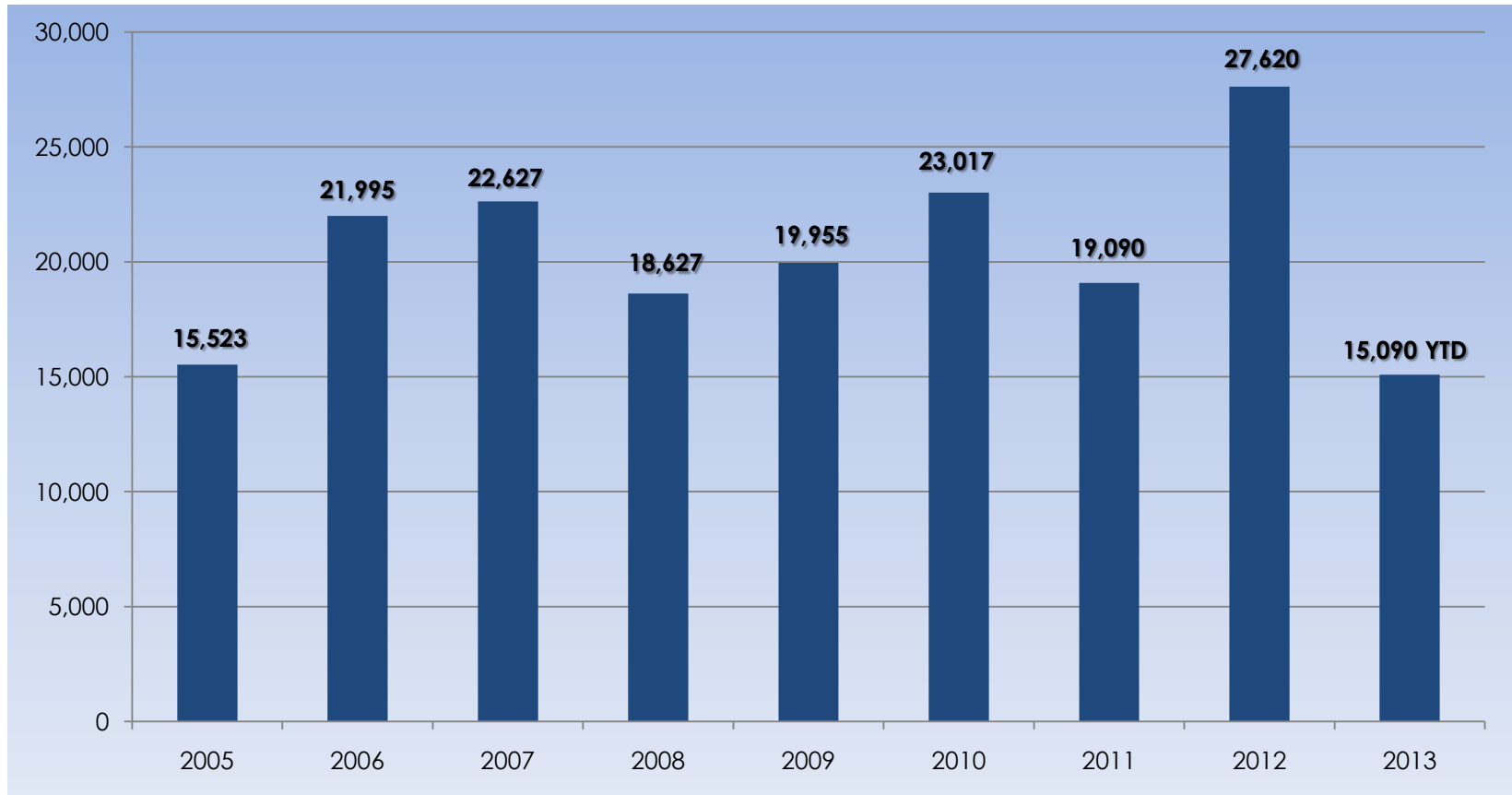
- The IEDC engaged an engineering firm to help access and analyze the potential mega sites in Indiana
- The firm's review used screening criteria that included workforce availability, transportation and acreage
- A report was completed by the firm that provides the IEDC with a list of qualified candidates
- The IEDC is now performing due diligence on the identified sites and will narrow it down to a list of three or four mega sites upon which to focus efforts

TOTAL COMPETITIVE PROJECTS



YTD as of 9.30.13

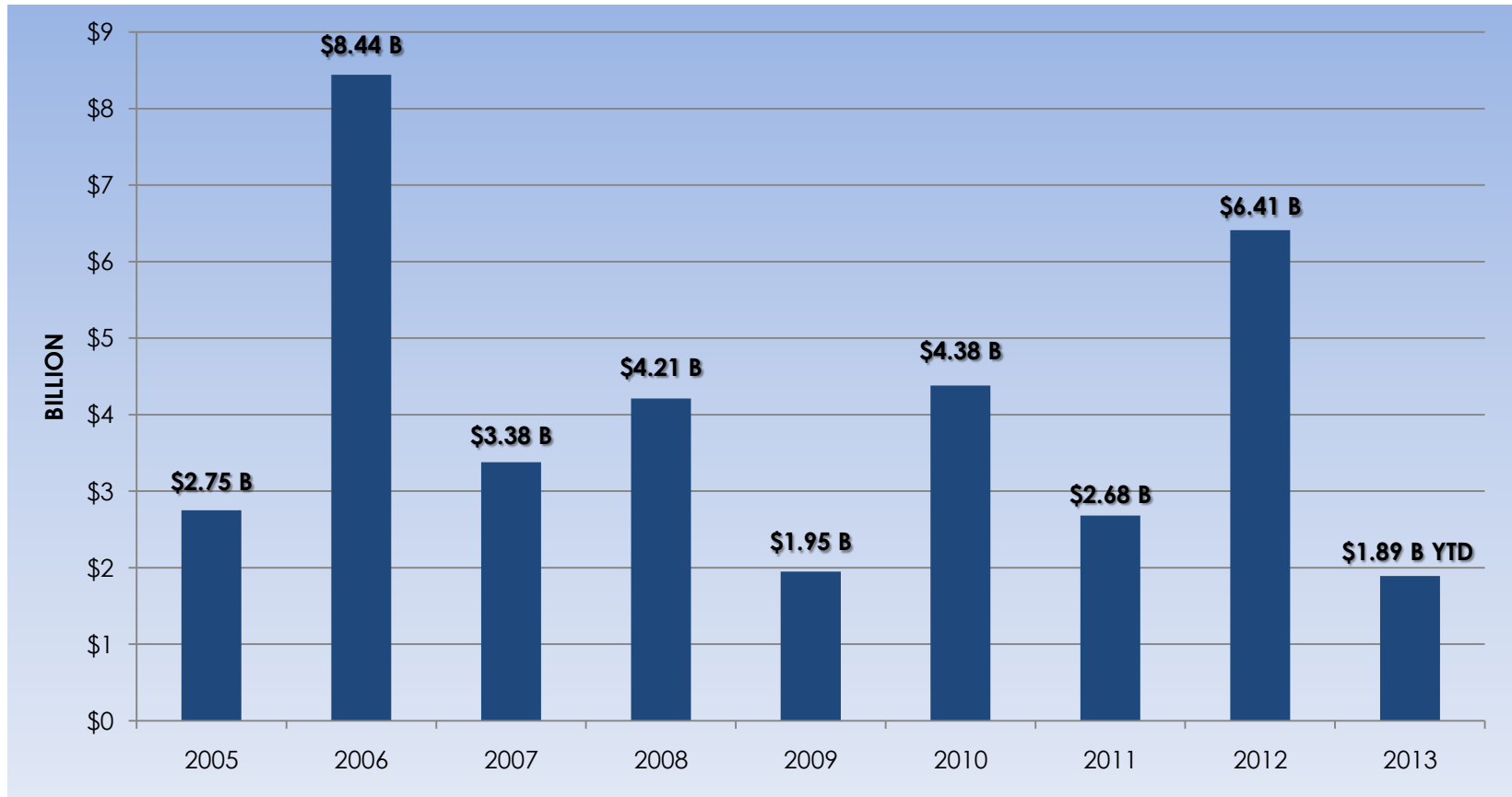
PRIVATE SECTOR JOB PROJECTIONS



Companies reported 91.8% job realization rate from 2005-2012, according to 2013 Crowe Horwath, LLC independent review.

YTD as of 9.30.13

PRIVATE SECTOR INVESTMENT PROJECTIONS



YTD as of 9.30.13

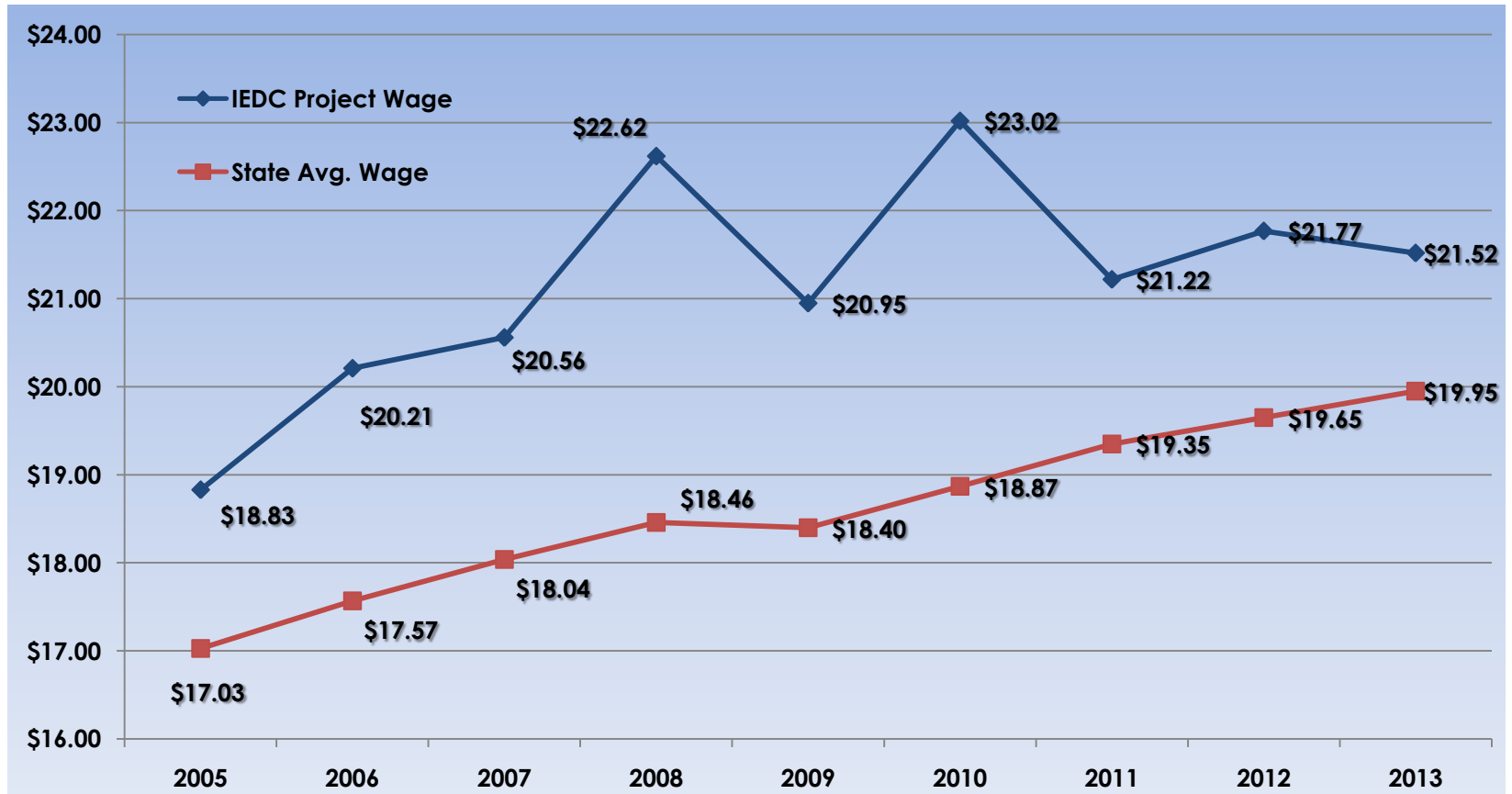
WIN ANALYSIS

	2007	2010	2011	2012	Sept. 20, 2013
Job Projections Per Project	143	115	87.1	92.4	79
Projected Investment Per Project	\$21,392,905	\$21,914,019	\$12,244,882	\$13,797,234	\$10,030,362

“The downturn in ‘08 and ‘09 has made companies gun shy to commit resources over the long term. I also think some of the foreign markets that were booming have slowed recently. China and Brazil, for example, have seen their economies pull back a little so it creates uncertainty for companies. If those overseas markets were still charging along, there would be confidence to project further out. Another factor is Obamacare. The real effects and cost of Obamacare are going to be felt over the next couple of years so I think that might lead companies to be more conservative. The cost to the companies is going to increase so they may be waiting for the dust to settle, which results in short term planning.”

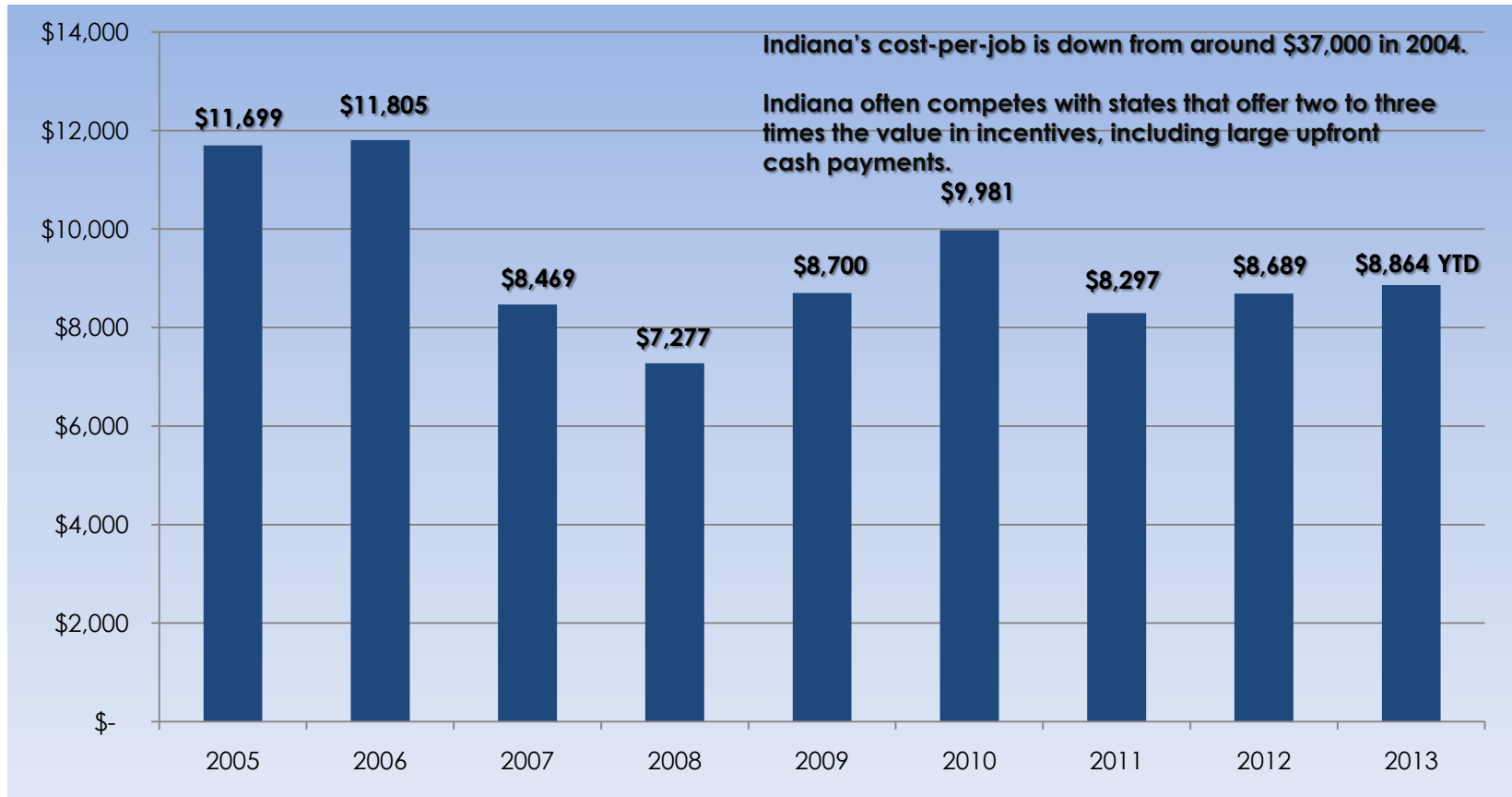
-Christopher Kenzie, Manager, State and Local Tax, PwC, LLP

HOOSIER AVERAGE WAGE



YTD as of 9.30.13

CONDITIONAL INCENTIVES PER JOB



YTD as of 9.30.13

ROADMAP: JOBS FIRST



BRUNSWICK BOATS, FORT WAYNE



KNOWLEDGE SERVICES, INDIANAPOLIS



GEICO, CARMEL



SUNRIGHT AMERICA, COLUMBUS



AES, INDIANAPOLIS



PROJECT WIN REPORT

AMERICAN SPECIALTY HEALTH (ASH), CARMEL

- ▶ Launched in California more than 25 years ago, ASH provides specialty health care services, including management population health and fitness and exercise programs for health plans, insurance carriers, employer groups and trust funds
- ▶ The company plans to relocate its corporate headquarters from San Diego, Calif. to Carmel
- ▶ 675 projected new jobs
- ▶ \$10 million capital investment
- ▶ **Key Deal Factors:** The need for a central location with proximity to its customer base, Indiana's low business costs and Carmel's affordable, family-oriented community were the company's top deciding factors



Governor Mike Pence joined executives from ASH on August 30th to announce the company's plans to move its headquarters to Carmel.

PROJECT *MID CAP* WIN REPORT

Alliance Barrier Films, *WASHINGTON*

- ▶ Alliance Barrier Films is a manufacturer of specialty and high barrier coextruded films for the flexible packaging industry
- ▶ The company will invest \$16 million to construct and equip a 17,600 square-foot facility located at the Interstate 69 and State Road 50/150 interchange in Washington
- ▶ 48 projected new jobs
- ▶ As part of the project, Alliance Barrier Films is purchasing additional manufacturing equipment that will have the capability to produce flat, gauge band free films for demanding requirements and applications
- ▶ **Key Deal Factor:** The company cited the high quality of the workforce in Washington County



PROJECT LOSS REPORT

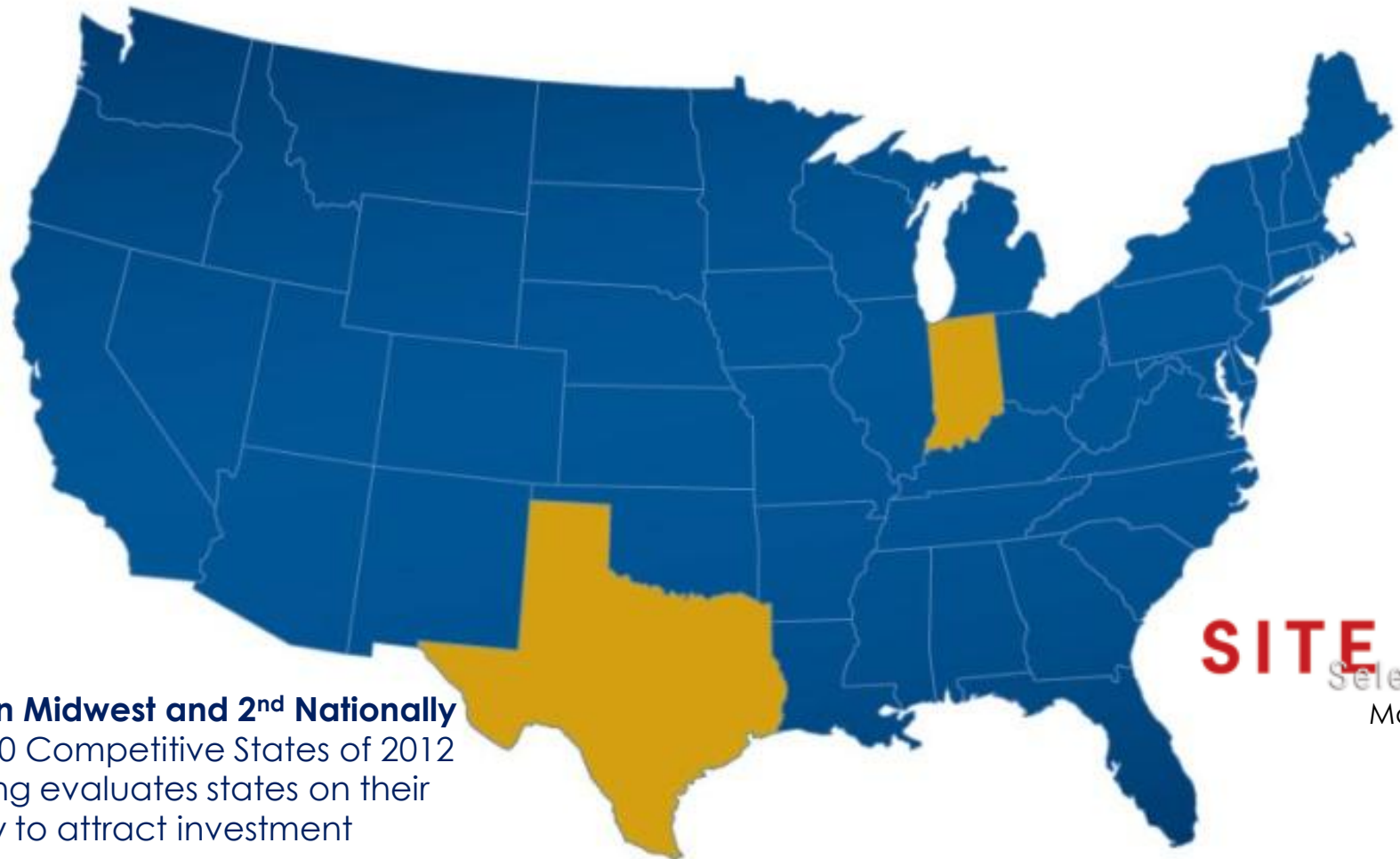
Project Smart, *BLOOMINGTON*

- ▶ An attraction project for a global information technology firm focusing on technology consulting and infrastructure management services
- ▶ 300 jobs, with higher than average wages
- ▶ \$2 million in capital investment
- ▶ Company considered other Big Ten and Southeastern Conference community locations
- ▶ Competing states: Ohio, multiple southern states
- ▶ **Key Deal Factors:** The company stressed the importance of proximity to its customer base and need for a large incentives package (including upfront cash). The company received \$1 million in cash for a previous project and disclosed they were offered more than that for this expansion.

COMPLIANCE REPORT

	<u>January-August 2013</u>	<u>Number of Companies</u>
Received	\$2,371,967	21
<i>Cash</i>	<i>\$685,924</i>	<i>9</i>
<i>Forgone credits</i>	<i>\$1,686,043</i>	<i>12</i>
Write-offs	\$35,045	4
Referral for tax assessment or collection	\$1,020,418	2
TOTAL	\$3,427,430	27
(projects originating 1994 to present)		

FIRST IN THE MIDWEST



Best in Midwest and 2nd Nationally
Top 10 Competitive States of 2012
ranking evaluates states on their
ability to attract investment

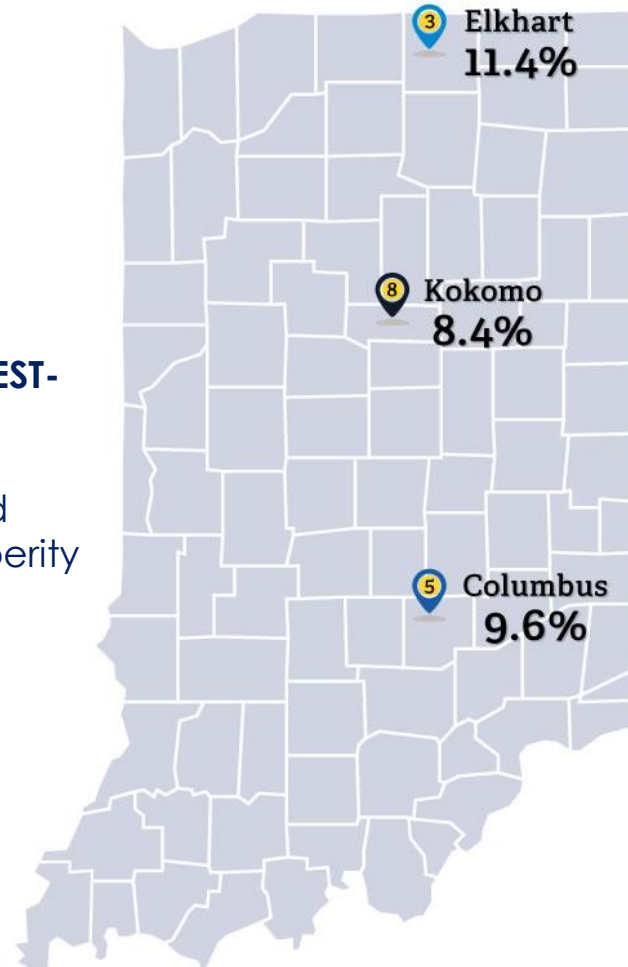
SITE Selection
May 2013

A STATE THAT WORKS

TOP 10 FASTEST-GROWING CITIES

HOME TO THREE OF THE FASTEST-GROWING CITY ECONOMIES

Reinforces that Indiana is headed down the right road toward more jobs and prosperity for all Hoosiers.



A State that Works



**A State That Works message
seen by more than 25.8 MILLION!**

Direct engagement **8.5 TIMES HIGHER**
than industry standard (click-through-rate)

COMPLETED VIDEO VIEWS

1.5 million

TOTAL WEB CLICKS

180,795

CBS Times Square videos deliver more than just millions of new viewers each week – **9 TIMES MORE WEB TRAFFIC** over conventional NYC advertising!

OUTSPENT BY THE COMPETITION

Our advertising requires us to be both innovative and efficient...

2013 MARKETING BUDGETS *(state appropriations)*

Indiana	\$1,500,000
Illinois	\$8,500,000
Michigan	\$3,200,000
Ohio	\$4,800,000



A State that Works



Chicago Results | September 2013 YTD Totals

CRAIN'S CHICAGO BUSINESS ADS

OVER 1.7 MILLION NEW VIEWERS IN CHICAGO ALONE!
Direct engagement **2.5 times higher** than industry standard (click-through-rate)!

Outdoor
signage
adds
another
layer of
exposure
to print
and
digital in
Chicago



NATIONAL MARKETING PLAN FOR 2014

- ▶ CEO
- ▶ Crain's Chicago Business
- ▶ Centro
- ▶ IBJ
- ▶ Site Selection
- ▶ Area Development
- ▶ Business Facilities
- ▶ Bears/Bulls
- ▶ Economist
- ▶ Forbes
- ▶ Pacers
- ▶ Building Logo

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